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AUTHOR Curnow, Barry; And Others
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ABSTRACT

According to this book, the world of work is changing to a future in which the 40-hour work week is obsolete. Many corporations are reducing core staff but are slow to grapple with the associated problems, such as how to motivate employees who will be retiring in a few years and how to make use of ex-employees on a consultancy basis. The book suggests how to turn the demographic challenge of employees with many productive years left after they are no longer needed full time (the "third age") into an opportunity to achieve high levels of cost-effectiveness through flexible resourcing, to the benefit of both the individuals and the organizations involved. The book is organized in two parts. The eight chapters of the first part set the context for third-age transitions; they discuss the following topics: organizations and the third age, the prospect of retirement, individuals and the third age, policy implications, managing career transitions, the Skillbase concept, and the future. The eight chapters of the second part present eight case studies of third-age transition in action in the following companies in Europe: Guinness, Kleinwort Benson, Shell, BT, IBM, Ford, and Marks and Spencer. The book includes two appendixes (the story of Future Perfect, a third-age consulting firm, and an age and employment statement), a list of 11 references, and a list of 20 recommended readings. (KC)

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